



Barossa Hills Fleurieu Local Health Network

# Strategic Intent 2020-21

Building Capacity for Extraordinary Health Services and Care

October 2020



**Health**  
Barossa Hills Fleurieu  
Local Health Network



Government  
of South Australia

## Health

Barossa Hills Fleurieu  
Local Health Network

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## Our Vision

To shine new light on the health, healing and wellbeing of our communities through the provision of extraordinary services and care.

## Our Purpose

Safe, effective, personal and connected health services for the communities of the Barossa, Adelaide Hills, Fleurieu and Kangaroo Island.

## Our Values

- Trust = A safe and reliable pair of hands for all that we hold.
- Respect = Quality treatment and care that every person deserves, every time.
- Integrity = Own up, open up, follow up.
- Collaboration = Sharing improves our caring.
- Kindness = Giving care and taking care in providing care.

## Key Priorities

In pursuing the following priorities, we will be guided by the belief that safe, effective, personal and connected services and care is a right of all community members, regardless of where they live across our local health network. Placing the health and wellbeing needs of our communities at the heart of every decision, we will build our capacity and strengthen our partnerships with consumers, staff, clinicians, and service providers. We will also further leverage our unique opportunity as a peri-urban local health network to work collaboratively in delivering innovative models of care within the wider health care system, while striving to be an exemplar service provider.



**Rebecca Graham**  
Chief Executive  
Officer, BHFLHN



**Carol Gaston AM**  
Governing Board  
Chair, BHFLHN



We aim to shine new light on the health, healing and wellbeing of our communities through the provision of extraordinary services and care.

## Strategic Intent Overview

In alignment with the SA Health and Wellbeing Strategy 2020-2025 and recognising the COVID-19 context in which we are operating, the following Strategic Intent has been developed by the Barossa Hills Fleurieu Local Health Network (BHFLHN) Governing Board for the period July 2020 to June 2021, with the primary objective of ensuring that our community members receive extraordinary health services and care. To us, this means delivering safe, effective, personal and connected services and care for every person, every time.

Over the next 12-months this Strategic Intent will be further developed into a five-year Strategic Plan. For the coming year, we have identified a series of key priorities with the aim of Building Capacity in the following areas and ways:

- Community - through increased health literacy and support for improved health and wellbeing.
- Workforce - through skillset development and staff wellbeing initiatives.
- Workplaces - through infrastructure that enables us to be safe, agile and flexible in response to community needs and in reaction to changing external circumstances.
- Work practices - through the development of new approaches to service delivery and models of care which benefit the health and wellbeing of our consumers and our staff.



## Our Governance

We will exemplify excellence, courage, agility and accountability in all that we do by:

- Ensuring that BHFLHN has a highly visible Governing Board and Executive with a dynamic reputation.
- Cultivating a mutually respectful partnership combining high levels of trust and assurance between the Governing Board and Executive.
- Ensuring that BHFLHN hospitals consistently operate in the top quartile of South Australian hospitals.
- Establishing and maintaining a sustainable financial position through alignment of funding with services, the development of achievable strategies to deliver efficiencies and seek improvements in the transparency, accuracy and understanding of financial reporting to support confident and informed decision-making.

## Our Services

We will be innovative and seek new ways to improve our services by:

- Delivering services that are personal, effective, connected and safe as a strategic and operational priority.
- Ensuring that BHFLHN provides appropriate, efficient and innovative health services that meet the needs of all of our communities.
- Recognising and seeking culturally sensitive innovative delivery models that ensure the best care and outcomes for our Aboriginal and Torres Strait Islander communities.
- Identifying opportunities to increase self-sufficiency for the purpose of delivering more comprehensive services closer to home.
- Developing a series of tangible actions and outcomes that will benefit consumers, provide support to staff and deliver a sustainable mental health service.
- Reviewing business modelling for aged care services with a focus on identifying opportunities for leveraging relationships with other providers and other local health networks while exploring opportunities to pursue growth where appropriate.
- Developing increased understanding of projected regional population trends to clarify future service delivery needs and guide more effective decision-making in the short term.
- Preparing a Clinical Services Plan that is informed by our understanding of community needs and expectations and provides clarity about the future capital allocations required.
- Driving planning for and investment in the development of contemporary facilities that respect our history and are fit for future purpose for our consumers and staff.
- Actively pursuing the development of services in the Barossa area to position the local health network over the medium term, to secure funding for a new Barossa Hospital.
- Developing initiatives to increase evidence-based health promotion, prevention, and health literacy services to enhance health and wellbeing outcomes and reduce preventable hospitalisations.
- Seeking new opportunities for the delivery of services closer to home using technology.

## Our People

We will grow a high-performing, sustainable workforce, with a positive workplace culture and high levels of leadership effectiveness by:

- Developing and implementing a sustainable workforce plan, aligned with the SA Rural Health Workforce Strategy.
- Maintaining our commitment to the development of and investment in leadership and culture with our Organisational Development strategy.
- Supporting and equipping staff to strive for safe, effective, personal and connected services and care in their everyday practices.
- Identifying key initiatives to measure, monitor and actively pursue improvements in the levels of workforce wellbeing.
- Actively pursuing a recruitment and retention strategy to grow and empower our Aboriginal and Torres Strait Islander workforce through initiatives that foster a sense of belonging and ownership.
- Identifying opportunities to embed and embody a values-based culture at all levels and across our local health network.

## Our Partners

We will work with consumers, staff, clinicians, and other service providers to develop our services and find new ways of achieving our purpose by:

- Undertaking a comprehensive program of community engagement to determine the current level of consumer understanding of our services, the varying and complex needs of communities across our local health network, and clarifying what services are considered the most critical to be delivered 'close to home'.
- Strengthening our partnership with Moorundi ACCHS (Aboriginal Community Controlled Health Service) by ensuring that we have a meaningful relationship to achieve the best health outcomes for Aboriginal communities.
- Strengthening relationships and exploring new models for partnering with General Practitioners with a focus on addressing challenges with the flow of patients through the health system.
- Partnering with metropolitan hospitals to proactively address service delivery challenges through the development and provision of innovative care models and solutions.
- Building strategic relationships with tertiary hospitals and universities to become a significant training and education ground for developing our future workforce.

## For more information

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